

RECRUITMENT DIVISION

ANNUAL REPORT

FOR

FISCAL YEAR 1969

S-E-C-R-E-T

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SECTION I

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15 July 1969

MEMORANDUM FOR: Director of Personnel
THROUGH : Deputy Director of Personnel for
Recruitment and Placement
SUBJECT : Recruitment Division's Annual Report
for Fiscal Year 1969

FY 1969 ACCOMPLISHMENTS

Academic Recruiting

Because of the number of campus incidents involving our recruiters during the FY 1967 and 1968 academic recruiting seasons, we approached this season (October 1968 - March 1969) with some anxiety. As it turned out, we experienced much less difficulty than we expected. In sharp contrast to the seventy-seven incidents during FY 1968, there were only seven "reportable" incidents in FY 1969. Reportable incidents are those involving confrontations and/or the likelihood of extensive publicity. (See Attachment 1 for a summary of this year's incidents.)

The reduction in the number of incidents during the FY 1969 academic season can be attributed to a considerable extent to the following:

1. Advance Planning

Experience gained during the FY 1968 season and widespread campus unrest during the summer and early autumn of FY 1969 indicated that there were several schools where our recruiters could expect to be harassed by student activists if they appeared on campus to fulfill preannounced recruiting dates. These schools, thirty-seven in number, included:

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Boston College	Mass. Inst. of Technology
Boston University	New York State University
Brooklyn College	(Buffalo)
Brown	New York University
California (Berkeley,	Northeastern
Santa Barbara, Davis)	Ohio State
California Polytech Inst.	Ohio Wesleyan
Case Western Reserve	Pennsylvania
City Univ. of New York	Princeton
Colorado	Rochester University
Columbia	Rutgers
Connecticut	San Fernando Valley College
Douglass College (Rutgers)	San Francisco State College
Harvard	San Francisco University
Hawaii	San Jose State College
Hunter College	Stanford
Massachusetts	Syracuse
Michigan	Washington Univ. (St. Louis)
Minnesota	Wisconsin
	Yale

Included in the above list are a number of schools of the highest quality. In order to maintain access to these valuable sources of applicants and at the same time avoid confrontations, arrangements were made in advance by the recruiters to interview applicants from these schools at off-campus locations. This, of course, required the cooperation of Placement Officials at the institutions involved. This cooperation was forthcoming in practically every instance.

In addition to the foregoing schools, it was recognized that there were others where incidents might occur in connection with scheduled visits with little or no prior warning. To identify potential problem campuses and to provide advance notification wherever possible, arrangements were made with the Office of Security (OS) whereby recruiters and OS representatives were in continuing communication. Each OS [REDACTED] representative had a copy of the recruiter's schedule [REDACTED] showing locations and dates of all scheduled visits. Before each recruiting date, OS checked available sources for information concerning campus "climate", and the recruiter made a confirming check with the Placement Director or other appropriate officials on campus.

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Frequently additional reports were received from [REDACTED] All of this information was relayed to Recruitment Division and OS and enabled responsible officials to assess the situation and determine the appropriate courses of action. If there was a high degree of probability that the recruiter would encounter serious harassment, the scheduled visit was cancelled. If it were merely a possibility, without strong probability, the recruiter normally made the visit but was prepared to withdraw if obstructionism developed. If unexpected opposition developed while he was on campus, the recruiter communicated with Headquarters and was instructed to either withdraw or stay, according to the apparent seriousness and "flap potential" of the circumstances. This past season we cancelled campus interview schedules at the following schools because of developments:

American Int. College	Macalester (St. Paul)
American University	Marquette
Amherst	Maryland University
California (Riverside)	Michigan State
Carnegie-Mellon Inst.	New Hampshire
Clark University	Notre Dame
Cornell	Portland State College
Duquesne	Rensselaer Polytech. Inst.
Georgetown	State Univ. of New York
Holy Cross	(Albany)
Illinois (Chicago	Temple
Circle Campus)	Tufts
	Williams

2. Cooperation of Academic Officials

As mentioned earlier, at schools where we elected beforehand to interview off campus, or subsequently cancelled scheduled visits, Placement Directors, almost without exception, cooperated fully by sending applicant resumes to our recruiters. This enabled the recruiters to review the resumes, politely reject applicants who did not appear fully qualified, and arrange interviews for likely prospects at off-campus locations. Without this cooperation, ready access to these desirable applicants would have been most difficult.

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Placement Directors and other academic officials also cooperated in other ways. For example, in some campus "touch-and-go" situations they interceded and prevented student activists from direct confrontations with our recruiters; in others they arranged interview facilities for our recruiters in locations less vulnerable to harassment; and they frequently denied suspected or known activists appointments on our interview schedules.

Although sixty (60) schools were covered this past season by off-campus interviewing, it is the consensus of the recruiters that the overall production of applicants from the schools involved was not appreciably reduced. With the cooperation of Placement officials as discussed above, our recruiters were able to screen applicants prior to interview. As a result, the individuals interviewed were generally of higher quality and sincerely interested in discussing Agency employment possibilities.

To avoid any impression that we did not recruit on campus during FY 1969, it should be pointed out that our recruiters recruited on a scheduled basis on two hundred twenty-eight (228) campuses.

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Coordinated Recruiting

In last year's Annual Report a stated objective for FY 1969 was to coordinate our recruitment program with other Directorates on a more formal basis. With this in mind, prior to the start of this year's academic recruiting season DD/Pers/R&P, C/RD, and DC/RD held discussions with representatives of the Directorates. These representatives were advised of our recruiting program and schedules and assured that we would be happy to cooperate in any way they felt advisable. We in turn requested, if feasible, that they provide us with the names of personnel of their Directorates who are in contact with academic officials on various campuses. Such information, in appropriate situations, to be used by our recruiters in establishing rapport.

In response to our request, we received a list of contacts from the following offices: Logistics, Communications, OBGI, OER, OSI, ELINT, and ORD.

In addition to this mutual assistance, a total of forty-eight (48) individuals from the four Directorates accompanied our professional recruiters and Mr. [REDACTED] 25X1A9a Coordinator of Summer Intern and Cooperative Education programs, on recruiting trips at various times throughout the year.

The following, quoted from a report submitted by an OER representative who accompanied one of our recruiters on such a trip, is indicative of the cooperative benefits of coordinated recruiting:

"At SMU, Rice, and the University of Texas [REDACTED] had obtained a list of graduate students in economics and had sent in advance a letter inviting the students for individual interviews or a group talk. This was extremely useful since all of the students were aware of the recruiting dates. The students interviewed were all interested in employment with CIA. Arrangements have been made by Mr. [REDACTED] to obtain similar lists next year from the University of Houston.

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"Any successes in recruiting we enjoy depend on Mr. [REDACTED] pre-interview publicity, interview skill, and post-interview follow-up."

"Write-In Applicant" Program

We have now had one full year of experience with this program which was described on pages 6 and 7 of our Annual Report for FY 1968. The statistics thus far are quite significant. During the year, Correspondence Branch forwarded to Recruitment Division 5,768 letters from applicants whose backgrounds and resumes indicated that they might have qualifications of interest. Further screening was carried out by Recruitment Division and 1,819 individuals were considered, on the strength of their letters and resumes, to warrant recruiter follow-up. Of the number forwarded to the field, 576 have been recommended by the recruiters thus far. From this number there have been 20 EOD's, 132 Security Initiations, and 80 are still under review. Recruiters report that, in general, the "write-in applicants" referred to them for follow-up are sincerely interested in Agency employment and are well qualified. It is apparent that the time and effort spent on this program is definitely worthwhile, and it is proving to be another excellent source of new employees.

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Special Contract Recruiting

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In support of recruitment for projects [REDACTED] and [REDACTED], during November and December Recruitment Division placed a [REDACTED] advertisement through our advertising agency in fifty newspapers covering the major labor markets and the military press. Much more explicit as to terms and conditions of employment (Vietnam, contract, family separation) than previous advertisements, it still brought in more than 1,450 responses. Quality of personnel responding was varied, and in the course of the recruitment effort there were changes within the projects as to the qualifications required. However, a number of excellent candidates were employed.

Summer Intern and Cooperative Education Program

Attachment 2 contains a full report on the Co-op and Summer Intern programs.

Clerical Staffing Branch

A complete report of the activities of this branch is contained in Attachment 3.

Washington Area Recruitment Office

A full report of WARO's statistics is listed as Attachment 4.

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FY 1969 Production

The Agency again ended the year at the authorized personnel ceiling. The Advanced Staffing Plan (ASP) indicated an overall requirement for FY 1969 of 1,737 for all categories of personnel. Working against this requirement, the professional recruiters, clerical recruiters, and WARO produced 5,236 applicant cases divided by categories against predicted needs as follows:

<u>Category</u>	<u>Required</u>	<u>Submitted by RD</u>
Professional (includes CT's)	495	2,575
Commo	128	449
Clerical	1,114	2,212

Please refer to Attachment 5 for EOD statistics. The figures given in Attachment 5 reflect only those EOD's resulting from direct action of the field recruiters and WARO.

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SECTION II

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RD INNOVATIONS DURING FY 1969

New Applicant Testing Program

Up to this year, the majority of applicants for professional positions were required to take the Agency's eight-hour test battery known as the Federal Career Development Program (FCDP). Although many of the test administrators at the various campus testing centers perhaps were aware that the FCDP battery was solely the Agency's test, they had not been advised officially of the fact. Recognizing the "flap" potential inherent in the situation, particularly in light of the anti-Agency feelings on some campuses, and having encountered a considerable amount of applicant resistance to spending eight hours on a Saturday to complete the battery, the decision was made to suspend field testing until a less controversial program could be developed. This has been done and a new program incorporating the following significant changes is now in effect.

The Assessment and Evaluation Staff/OMS has modified the battery so that the field portion requires only four hours to complete. The second four-hour portion is held in abeyance until applicants report to Headquarters for preemployment interviews. This reduction in the number of hours required for the field portion has received favorable acceptance from applicants and test administrators. The new battery does not differ in content to any great extent from the previous one but the format has been changed as well as the name. The new test is known as the Professional Applicant Test Battery (PATB). Each test administrator has been personally advised by our recruiters that the PATB is the Agency's test, thus removing the "flap" potential inherent in the former program. Only two (2) out of seventy-four (74) test administrators objected to using their campus test centers for the PATB. In these instances, arrangements have been made to use nearby off-campus locations.

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Experimental Clerical Training Program

On 30 June, the last day of FY 1969, an experimental training program was begun to determine the feasibility of recruiting and developing into clerk-typists certain individuals who, at the outset, possess only marginal clerical skills and aptitude.

In this initial program, participation is limited to graduates of local high schools (with emphasis being placed on District schools or those immediately adjoining the District) who make the following scores on our Short Employment Tests (SET):

<u>* V</u>	<u>N</u>	<u>CA</u>	<u>Gross Score</u>
(Max. 50)	(Max. 90)	(Max. 60)	
13	15	22	50

This compares with current requirements for other applicants as follows:

	<u>V</u>	<u>N</u>	<u>CA</u>	<u>Gross Score</u>
	(Max. 50)	(Max. 90)	(Max. 60)	
Courier (GS-03)	14	17	23	<u>or</u> 65
Courier (GS-04/Veterans or 2 yrs. college)	16	17	23	<u>or</u> 84
Clerk or Clerk-Typist (GS-03/high school graduate)	22	20	27	<u>or</u> 80
Clerk-Typist (GS-04/high school graduate with 1 yr. clerical experience and with typing ability)	25	20	30	<u>or</u> 94

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	<u>V</u> (Max. 50)	<u>N</u> (Max. 90)	<u>CA</u> (Max. 60)	<u>Gross Score</u>
Secretary-Steno (GS-05/2 yrs. business school or college or high school and 1 yr. clerical experience and must know typing and shorthand)	25	25	30	<u>or</u> 100

* V -- Verbal
N -- Numerical
CA -- Clerical Aptitude

Recruiting individuals for participation in this program began in May with two clerical recruiters assigned to the task. Their main efforts were concentrated on the following sources:

<u>Source</u>	<u>Individuals Interviewed</u>
Virginia State Employment Service (Seven Corners)	24
Virginia State Employment Service (Alexandria)	32
Civil Service Commission (Washington, D. C.)	17
Adult Education Classes (Alexandria)	<u>18</u>
Total Interviewed	91.

Of the ninety-one (91) individuals interviewed, sixty-five (65) were sufficiently interested to be invited by the recruiters to report to the Ames Center Building for testing and processing. Of this number, forty-five (45) reported and were assisted in filling out the long application forms. After screening by Security, Medical Staff, and Chief/Clerical Staffing Branch, nineteen (19) were invited to enter on duty on 30 June 1969. Eighteen (18) accepted the invitation, but one subsequently resigned. The remaining seventeen (17) are presently participating in a training program conducted in the Ames Center Building by the OTR Clerical Faculty. Instruction includes typing, punctuation, grammar, and spelling (using word lists).

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The program will run for three months. Individuals attaining a score of 40 words per minute net in typing will be reassigned immediately as clerk-typists, GS-03. Participants who do not qualify as clerk-typists at the end of the three-month period will be assigned as couriers or clerks, GS-02, for a six-month trial period. If Fitness Reports at the end of that period are satisfactory, these individuals will be retained and promoted to GS-03.

Needless to say, the final results of this program are eagerly awaited. Members of OTR's Clerical Faculty report that, to date, they are very impressed with the attitude of the participants and that a number are already in advanced typing. If a fair number qualify as clerk-typists, greater effort in the future will be directed toward recruiting members of the minority groups in the Metropolitan D. C. area.

Graduate Resume Accumulation and Distribution

In March 1969, Recruitment Division entered into contract

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four months' experience indicates that it will be a fairly inexpensive source for several "hard-to-find" employees each year. The quality of personnel available in the system appears to be high and the competition for their services is keen.

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SECTION III

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SECTION IV

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PLANS FOR FY 1970 - 1971

Present indications are that personnel ceilings for the foreseeable future will remain stable or slightly reduced; therefore, maintaining an adequate flow of quality applicants of sufficient qualifications mix to meet predictable attrition will be the primary objective of Recruitment Division.

Plans for the coming year include:

1. An increased effort to recruit young clerical employees within a fifty-mile radius of the Headquarters area with a view to reducing clerical attrition and lessening the number of adjustment problems growing out of "out-of-town" recruiting.
2. Particular emphasis will be placed on identifying qualified professional, technical, and communications personnel who have completed or are completing military service. This will call for even broader contacts with military installations and State-level selective service units than we presently maintain.
3. With no present indication that campus unrest will lessen (and may, in fact, increase and spread to previously quiet colleges and universities), we will be refining our techniques for identifying and recruiting quality students from troubled campuses. This will include greater emphasis on college newspaper advertising and increased contact with cooperative faculty members.

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Chief, Recruitment Division

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